

AIMING FOR ENVIRONMENTAL EXCELLENCE:
Additional Reinvention Actions at EPA
to Encourage Stewardship and Accelerate Environmental Progress

IMPLEMENTATION PLAN

This Implementation Plan contains a list of the Tasks and Milestones for implementing the Actions listed in the Aiming for Excellence Task Force Report. The Actions and Tasks are cross referenced by number to the ten actions and corresponding tasks in Appendix 3 of the report. The milestones present the steps EPA is taking to be accountable for carrying through the report's recommendations

Action 1: **Use incentives and voluntary partnerships more widely to encourage better environmental performance.**

Lead: Office of Policy and Reinvention; Office of Research and Development; Office of Prevention, Pesticides, and Toxic Substances; Partnership Programs Coordinating Committee

Task 1. We will partner with several states to further test incentives (such as expedited permitting, consolidated or streamlined reporting, increased permit flexibility).
Lead: Office of Policy and Reinvention
 Jay Benforado, 202-260-4332

Milestone 1: Recruit EPA regions to partner with
Date: September 1999

Milestone 2: Identify states willing to partner with EPA to demonstrate incentives
Date: November 1999

Milestone 3: Select incentives for demonstration
Date: January 2000

Milestone 4: Begin analysis of lessons learned from different incentive programs
Date: January 2000

Milestone 5: Begin specific state pilot project(s)
Date: September 2000

Task 2. We will co-sponsor a national conference in 1999 on how economic and information incentives can be used to promote environmental stewardship.

Lead: Office of Policy and Reinvention

Jay Benforado, 202-260-4332

In cooperation with the World Resources Institute

Milestone 1: Commission experts to write background papers for key issues in the conference

Date: August 1999

Milestone 2: Invite participants to attend the conference. Participants will be carefully selected to achieve a balanced audience

Date: September 1999

Milestone 3: Hold Conference

Date: November 1999

Milestone 4: Conference report

Date: December 1999

Task 3. We will award competitive research grants to identify and evaluate incentive-based approaches and investigate the relationship between environmental stewardship and financial return and growth.

Lead: Office of Research and Development

Steve Lingle, 202-564-6820

Milestone 1: Develop scope of Request for Applications (RFA)

Date: September 1999

Milestone 2: Issue solicitation for grant proposals

Date: October 1999

Milestone 3: Receive Proposals

Date: January 2000

Milestone 4: Complete Peer Review of Proposals

Date: May 2000

Milestone 5: Make award decisions and prepare award packages

Date: July 2000

Milestone 6: Award Research Grants

Date: September 2000

Task 4. We will work to improve the accessibility and increase the potential of voluntary partnership programs.

Lead: Partnership Programs Coordinating Committee

Information contact: Office of Policy and Reinvention
Jay Benforado, 202-260-4332

- First, we'll establish a central point of contact for basic information on EPA partnership programs to make it easier for current and potential new partners to discover the full range of programs available. (This will augment outreach efforts by individual programs.)
 - Milestone 1: Promotional brochure targeting industry printed and available for distribution
Date: November 1999
 - Milestone 2: Establish a central phone line for public requests for information
Date: November 1999.
 - Milestone 3: Inquiry program added to web site and linked to information request form
Date: December 1999
 - Milestone 4: Increased visibility of partnership programs and EPA's involvement in partnering through conferences and opportunities for presentations and exhibits
Date: Ongoing through FY2000
- Second, we will work with interested sectors to determine which programs have the greatest value for their specific operations, how these programs might be best packaged to simplify use, and whether new features are needed to meet their needs.
 - Milestone 1: Identify a limited number of candidate sectors for testing this approach
Date: March 2000
 - Milestone 2: Develop process choosing sectors and administering programs to them
Date: March 2000
 - Milestone 3: Potential sectors(s) identified
Date: March 2000
 - Milestone 4: Agreements signed with selected sector(s) representatives
Date: May 2001
- Third, we'll explore additional areas where partnership programs might be created to achieve environmental improvements.

Milestone 1: Identify key opportunities where partnership programs are not being used and assess potential for environmental improvements

Date: March 2000

Milestone 2: Hold strategy sessions with state and tribal governments to learn if there are opportunities among their constituents to collaborate on partnership programs.

Date: Ongoing through 2001

- Fourth, we will publish annual results achieved by partnership programs to demonstrate environmental and economic benefits. We will also work with our partners to develop better performance measures, where needed. These measures will enable us to more thoroughly evaluate the effectiveness of these programs, and prepare a report on their collective contribution to achieving national environmental and public health protection goals.

Milestone 1: Conduct a forum for partnership program staff to address reporting practices, performance measure, and data utilization

Date: February 2000

Milestone 2: Collect quantitative and qualitative data on partnership program results and publish in an annual report

Date: October 2000 and annually thereafter

Task 5. Working with industry and other stakeholders, we will explore incentives to encourage further toxicity testing (under the Agency's chemical right-to-know program), and to promote improved product stewardship based on the toxicity testing results.

Lead: Office of Prevention, Pesticides, and Toxic Substances
Charlie Auer, 202-260-3749

Milestone 1: Develop stakeholder input plan and initial project design

Date: March 2000

Milestone 2: Conduct stakeholder meetings to discuss and develop incentives to encourage toxicity testing and improved product stewardship based upon test results

Date: December 2000

Milestone 3: Finalize project design enter implementation phase

Date: January 2001

Task 6. We will work with industry to explore an environmental stewardship initiative that challenges U.S. companies to voluntarily meet U.S. environmental and public health standards at their facilities in other countries whose standards are less protective.

Lead: Office of Prevention, Pesticides, and Toxic Substances
Allan Abramson, 202-260-3938

Milestone 1: Engage stakeholders in discussions of program goals, priorities, timelines and incentives for participation
Date: March 2000

Milestone 2: Finalize implementation plan and solidify industry participation for program roll-out
Date: October 2000

Milestone 3: Roll-out public announcement of voluntary industry commitments to global environmental stewardship program
Date: November 2000

Action 2: Promote the use of environmental management systems.

Lead: Office of Policy and Reinvention (working through cross-agency team); Office of Prevention, Pesticides and Toxic Substances

Task 1. We will designate a single office to provide leadership on Agency EMS policy and planning.

Lead: Office of Policy and Reinvention, (working through cross-agency team)
Jay Benforado, 202-260-4332

Milestone 1: Draft and circulate among relevant offices and senior managers (as directed by the Reinvention Action Council) a plan that outlines the role of the lead office and of other EPA offices and regions
Date: October 1999

Milestone 2: Identify a senior agency manager with responsibility for EMS policy
Date: December 1999

Task 2. We will promote the use of EMSs to address identified compliance and performance problems. Within six months, we will prepare a strategy to increase EMS use in targeted sectors or geographic areas, and begin developing tools such as training, best practice manuals, mentoring programs, short-term and long-term measures of environmental performance, and incentives that encourage improved environmental performance.

Lead: Office of Policy and Reinvention, (working through cross-agency team)
Jay Benforado, 202-260-4332

Milestone 1: Form cross-agency workgroup to develop strategic plan
Date: Completed August 5, 1999

Milestone 2: Circulate draft plan for internal comment in all relevant offices and all EPA regions
Date: October 1999

Milestone 3 : Obtain external stakeholder input on draft plan
Date: December 1999

Milestone 4: Complete final plan
Date: February 2000

Task 3. We will evaluate the environmental and economic results of EMSs, building on and expanding current research efforts.

Lead: Office of Water, Mike Cook, 202- 260-5850

Office of Policy and Reinvention, Jay Benforado, 202-260-4332

Milestone 1: Award grant/cooperative agreement to evaluate the registration system for ISO 14001 EMS standard

Date: September 1999/completed

Milestone 2: Establish initial “research agenda”, identifying priorities for additional research projects

Date: November 1999

Milestone 3: Award grant(s) to support analysis of data being gathered from facilities regarding effects of EMSs

Date: December 1999

Milestone 4: Report on ongoing EPA-State efforts to gather data from facilities with EMSs.

Date: December 1999; June, 2000; December 2000; June 2001

Task 4. We will look at other business decision-making tools and evaluate how well they improve environmental performance. We will also assess how these other tools may work with or enhance a firm’s EMS.

Lead: Office of Prevention, Pesticides & Toxic Substances

Mary Ellen Weber, 202-260-0667 and Dave Kling, 202-260-3557

Tool 1 Small Businesses Applying DfE/EMSs:
SGIA (screen printing trade association) implements DfE/EMS (Design for Environment/Environmental Management System) program.

Lead: Mary Ellen Weber, 202-260-0667

Milestone 1: Complete (2) implementation workshops for pilot screen printers

Date: August 1999

Milestone 2: Screen printing companies develop DfE / EMSs

Date: January 2000

Milestone 3: Screen printers identify chemicals used in priority processes and conduct a substitutes assessment for one or more of the chemicals or processes

Date: March 2000

Milestone 4: SGIA completes guidance and other information products tailored to the processes and chemicals used by screen printers

Date: May 2000

Milestone 5: Evaluate small business' ability to apply DfE methodologies and use Chemical Right to Know approaches to reduce priority chemical risks and improve natural resource efficiencies

Date: March 2001

Tool 2 ChemSTEER (Chemical Screening Tool for Exposures and Environmental Releases):
Estimates worker exposures and environmental releases associated with a chemical during manufacture, processing, and use
Lead: Mary Ellen Weber 202-260-0667

Milestone 1: Complete first stage development for single facility assessment

Date: January, 2000

Milestone 2: Complete second stage development for assessing facilities that have supplier-customer relationship

Date: May, 2000

Tool 3 E-FAST: Exposure, Fate Assessment Screening Tool:
Provides screening level estimates of concentrations of chemicals released to air, surface water, landfills, and from consumer products. Estimates potential inhalation and ingestion dose rates resulting from these releases.
Lead: Mary Ellen Weber 202-260-0667

Milestone 1: Public release of tool

Date: March, 2000

Milestone 2: Revise tool to increase user-friendliness, add expert knowledge to promote ease of use in pollution prevention and environmental exposure evaluations

Date: September, 2000

Milestone 3: Provide training/educational materials on tool

Date: September 2001

Tool 4 GEMS: Geographical Exposure Modeling System:
Connects outdoor air, surface water, soil, groundwater, and multimedia models to estimate environmental concentrations of chemicals to various media. Provides statistical analysis, graphical, and GIS capabilities to display data and environmental modeling results.

Lead: Mary Ellen Weber (202) 260-0067

Milestone 1: Develop prototype version of tool; begin EPA testing and review
Date: March 2000

Milestone 2: Update GEMS datasets, training/educational materials
Date: September 2000

Milestone 3: Release Internet version of GEMS
Date: March 2001

Tool 5 Environmental Accounting Project:
Evaluate the effectiveness of the past and current Environmental Accounting Project (EAP) activities and products in encouraging the adoption of environmental accounting practices by industry. Environmental accounting practices can be used to demonstrate the financial benefits of pollution prevention.

Lead: Dave Kling 202-260-3557

Milestone 1: Establish EAP Evaluation Advisory Panel
Date: October 1999

Milestone 3: Develop final EAP evaluation design and data collection instruments
Date: November 1999

Milestone 4: Implement EAP evaluation
Date: December 1999 -April 2000

Milestone 5: Publish final report
Date: May 2000

Action 3: Develop a “performance track” to motivate and reward top environmental performance.

Lead: Office of Policy and Reinvention; Office of Prevention, Pesticides, and Toxic Substances

Task 1. We will convene a group of leaders from state and tribal environmental agencies, industry, environmental and other interest groups to evaluate options for a performance track and propose practical steps for demonstration and implementation. This will include:

- Defining and measuring environmental excellence, for example by “benchmarking” the performance of 25 to 30 top performers identified by the group participants;
- Defining the characteristics of EMSs and accountability measures that will demonstrate top environmental performance; and
- Identifying the best incentives for motivating organizations to improve environmental performance.

Lead: Office of Policy and Reinvention
Jay Benforado, 202-260-4332

Phase 1 (August - September 1999)

Milestone 1: Collect a summary of all known performance track systems and characteristics

Date: August 1999

Milestone 2: Identify EPA Staff for Agency workgroup

Date: August 1999

Milestone 3: Develop a strategy for involving external stakeholders

Date: September 1999

Phase 2 (October 1999 - March 2000)

Milestone 4: Convene EPA workgroup

Date: October 1999

Milestone 5: Convene preliminary scoping meeting with external stakeholders

Date: March 2000

Milestone 6: Develop EPA performance track concept/principle paper

Date: March 2000

Phase 3 (April 2000 - June 2000)

Milestone 7: Convene stakeholder dialogues
Date: Ongoing April - June 2000

Milestone 8: Develop model for performance track
Date: June 2000

Phase 4 (July 2000 - September 2000)

Milestone 9: Develop detailed implementation plan
Date: September 2000

Phase 5 (beyond September 2000)

Milestone 10: Begin implementation of pilot project
Date: beyond September 2000

Task 2.

We will work with two industry sectors to develop sector-specific performance standards that demonstrate a more comprehensive system-based approach to environmental management. This will involve assessing industry trends and conditions, developing environmental performance goals, and designing EMSs to help individual facilities improve environmental performance.

Lead: Office of Policy and Reinvention

Jay Benforado, 202-260-4332

In cooperation with the National Center for Manufacturing Sciences

Milestone 1: Initiate process to begin developing Environmental Roadmap Documents with selected sectors.
Each Roadmap will identify significant environmental risks associated with a sector, the technologies and practices available to manage risks, critical needs, and performance standards and metrics for the sector. The purpose is to spell out where a sector intends to go, and how it intends to get there.

Date: November 1999 (Construction and Heavy Equipment Sector)

December 1999 (Local Government Sector)

Milestone 2: Complete first draft of Environmental Roadmap Document

Date: September 2000 (Construction and Heavy Equipment Sector)

December 2000 (Local Government Sector)

Milestone 3: Publish final version of Environmental Roadmap Document
Date: April, 2001 (Construction and Heavy Equipment Sector)
July 2001 (Local Government Sector)

Action 4: Support a network of public and private sector organizations that provide assistance on environmental compliance.

Lead: Office of Enforcement and Compliance Assurance, Office of Prevention, Pesticides, and Toxic Substances, Office of Water, Office of Policy and Reinvention, Region 4

Task 1. We will convene a national compliance assistance forum to share information with participants on recently developed compliance assistance materials, get stakeholder input in setting priorities for new compliance assistance materials, and exchange compliance assistance tools. We will also use the forum to help identify industry sectors that have special compliance assistance needs.

Lead: Office of Enforcement and Compliance Assurance
Elliott Gilberg, 202-564-2310

Milestone 1: Establish a small workgroup of state representatives to assist EPA in planning the forum (see also Action 4, task 4; Action 5, task 2)
Date: September 1999 (completed)

Milestone 2: Establish Agency-wide workgroup on compliance assistance
Date: September 1999 (completed)

Milestone 3: Establish a multi-stakeholder group through NACEPT (National Advisory Council on Environmental Policy and Technology) to assist EPA in planning the forum (see also Action 4, task 4; Action 5, task 2)
Date: November 1999 and meet as needed

Milestone 4: Convene a compliance assistance forum
Date: March 2000 and periodically thereafter

Task 2. We will sponsor a national meeting of organizations that provide assistance to the regulated community. We hope to encourage simpler and more efficient “one-stop” shopping for assistance on a variety of inter-related issues, such as business management, technical process improvements, pollution prevention, and regulatory compliance.

Lead: Office of Prevention, Pesticides and Toxic Substances
Dave Kling, 202-260-3557

- Milestone 1: Hold pre-meeting of Federal Agencies that provide business and environmental assistance (Small Business Administration, Department of Commerce/National Institute of Standards and Technology, Environmental Protection Agency) to determine level of interest in greater federal collaboration.
Date: August/September 1999
- Milestone 2: Convene national meeting of Federal Agencies and the environmental assistance provider community
Date: December 1999
- Milestone 3: Prepare and finalize recommendations and make assignments for implementing national meeting results
Date: March/April 2000

Task 3. We will assess EPA's current suite of environmental assistance services for small businesses. We will assess the value and accessibility of the many hotlines, clearinghouses, and other EPA support functions. Working with other public and private sector assistance providers, we'll use these findings to improve our assistance to small businesses.

Lead: Office of Policy and Reinvention,
Jay Benforado, 202-260-4332

- Milestone 1: Catalogue all small business related services and products within the Agency
Date: November 1999
- Milestone 2: Survey the small business consumers of EPA environmental assistance
Date: March 2000
- Milestone 3: Publish and begin to implement an Agency strategy for delivering environmental assistance
Date: July 2000

Task 4. We will create a clearinghouse of compliance assistance materials and tools. This clearinghouse will include information from federal, state, tribal, and local governments and from private providers, such as trade associations. EPA will add information to the clearinghouse in phases.

Lead: Office of Enforcement and Compliance Assurance
Elliott Gilberg, 202-564-2310

- Milestone 1: Begin design of clearinghouse

Date: October 1999

Milestone 2: Seek broad stakeholder input on design
Date: March 2000

Milestone 3: Clearinghouse operational
Date: September 2000

Task 5. We will distribute and market compliance assistance tools to organizations that are likely to have contact with regulated groups

Lead: All offices that prepare materials or tools to support regulatory action

Information contact: Office of Enforcement and Compliance Assurance
Elliott Gilberg, 202-564-2310

Milestone: Will be planned as tools are developed

Task 6. We will support mentoring programs that can help businesses and other organizations share environmental management information with one another.

Lead: Region 4, Office of Water, Office of Policy and Reinvention
Lynda Goodgame, Region 4, 404-562-8225

Milestone 1: Develop a "start-up kit" to make it easier for local and tribal governments to participate in a safe drinking water mentoring program
Date: January 2000

Milestone 2: Convene representatives from all EPA regions for training on the development and implementation of safe drinking water mentoring programs
Date: April 2000

Action 5: Deliver compliance assistance information for new “economically significant” rules when and where it is needed.

Lead: EPA National program offices that prepare regulations, Office of Enforcement and Compliance Assurance

Task 1. We will develop compliance assistance guides and/or self-audit checklists for economically significant rules that apply to companies and/or government facilities (or rules that were “substituted” because of greater benefit), typically within 90 days of issuance. Extensions beyond this time frame will be subject to approval by the Deputy Administrator. EPA also will produce compliance materials for additional rules that do not meet the economically significant threshold, within budget limitations.

Lead: EPA National program office that prepares regulation, with assistance from Office of Enforcement and Compliance Assurance

Information contact: Office of Enforcement and Compliance Assurance
Elliott Gilberg, 202-564-2310

Milestone 1: Identify the economically significant rules under development
Date: June 1999, completed

Milestone 2: Finalize initial set of rules for which compliance assistance materials will be developed
Date: October 1999

Milestone 3: For subsequent years, use the annual compliance assistance plan (see Task 2) to identify the regulations appropriate for compliance guides
Date: annually in May (beginning May 2000)

Task 2. We will develop an annual compliance assistance plan, in consultation with state, tribal, and other compliance assistance providers, to ensure that compliance assistance resources are focused on areas where they are most needed. Based on their input, we will consider developing compliance assistance tools for other new rules that do not meet the economically significant threshold or for existing rules known to have compliance problems.

Lead: Office of Enforcement and Compliance Assurance
Elliott Gilberg, 202-564-2310

Milestone 1: Begin consultation with stakeholders
Date: September 1999

- Milestone 2: Circulate draft plan to stakeholders
Date: February 2000 and annually thereafter
- Milestone 3: Send draft plan to the Deputy Administrator highlighting issues raised by stakeholders
Date: April 2000 and annually thereafter
- Milestone 4: Issue final plan.
Date: May 2000 and annually thereafter

Task 3.

We will field test certain compliance assistance tools before issuing them. For one or two rules, the Agency will also develop special software to guide facility operators through regulations and provide answers on applicability, deadlines, and what must be done to comply.

Lead: EPA National program office that prepares regulation, with assistance from Office of Enforcement and Compliance Assurance

Information contact: Office of Enforcement and Compliance Assurance
Elliott Gilberg, 202-564-2310

- Milestone 1: Identify 1 - 2 regulations that are appropriate for software development (expert system)
Date: May 2000 and annually thereafter
- Milestone 2: Identify appropriate staff to support development of software development (expert system)
Date: May 2000 and annually thereafter
- Milestone 3: Establish schedule for developing and field testing software (expert systems)
Date: May 2000

Task 4.

We will field test certain draft regulations prior to promulgation. This will be done through simulated trial application of a draft rule with one or more regulated entities, with opportunity for public involvement.

Lead: EPA National program office that prepares regulation

Information contact: Office of Policy and Reinvention
Jay Benforado, 202-260-4332

- Milestone 1: Identify draft regulations and regulated entities to participate in testing

Date: Annually

Milestone 2: Conduct the simulated trial application with selected regulations and regulated entities
Dates: Annually

Milestone 3: Evaluate results of trial application
Date: To be determined

Action 6: Combine compliance assistance, incentives, monitoring, and enforcement in order to implement environmental laws in a more strategic manner.

Lead: Office of Enforcement and Compliance Assurance, EPA Regions

Task 1. We will talk to states, tribes and other stakeholders to identify the priorities where combined enforcement strategies are appropriate. We will then develop the appropriate strategy for each priority area and begin implementation.

Lead: Office of Enforcement and Compliance Assurance

Desi Crouther, 202-564-2270

EPA regions

Milestone 1: Develop the appropriate strategy for each FY2000 -2001 national enforcement priority

Date: June 2000

Milestone 2: For future planning cycles, consult with state and Tribal partners and other stakeholders to identify key strategic priorities.

Date: Beginning February 2001, each February preceding the two-year planning cycle

Milestone 3: For future planning cycles, develop appropriate strategies for each priority.

Date: Beginning April 2002, the first April of each two-year planning cycle

Action 7: Develop more flexible air permitting policies for protecting the environment.

Lead: Office of Air and Radiation, Office of Policy and Reinvention

Task 1. We will identify approaches that provide greater flexibility in the New Source Review and Title V permitting programs, without sacrificing environmental results or weakening the role of the public in permit decisions.

Lead: Office of Air and Radiation
 Bill Harnett, 919-541-5604

Milestone: Issue guidance that identifies flexible permitting approaches for use under Title V of the Clean Air Act and New Source Review
Date: August 2000

Task 2. We will publicize those new approaches so that permit writers at EPA and other regulatory agencies understand and know how to use them, and so that permit applicants and holders become aware of the approaches and their benefits.

Lead: Office of Air and Radiation
 Bill Harnett, 919-541-5604

Milestone 1: Distribute guidance that identifies flexible permitting approaches
Date: August 2000

Milestone 2: Create network of permitting experts within EPA to provide technical assistance on flexible permitting to state and local Title V permitting authorities and within EPA
Date: October 1999

Task 3. We will identify and work with selected sectors for which the new approaches offer the greatest benefits.

Lead: Office of Air and Radiation
 Bill Harnett, 919-541-4979
 Office of Policy and Reinvention
 Jay Benforado, 202-260-4332

Milestone 1: Complete analysis of sectors for which flexible permitting under Title V of the CAA provides the greatest potential economic benefits and holds the greatest potential for encouraging pollution prevention
Date: August 2000

Milestone 2: Identify sectors based on analysis and develop outreach program targeted at those sectors

Date: October 2000

Action 8: Speed up the review and issuance of NPDES (water discharge) permits.

Lead: Office of Water in partnership with State NPDES permitting agencies

Task 1. Working with a national organization and two or three states, we will develop a training program to improve understanding and execution of NPDES permitting. Together, we will :

- Modify NPDES training materials (originally developed for permit writers at regulatory agencies) for permit holders, their environmental consultants, and interested citizens, and
- Design, publicize and offer training courses that improve understanding of NPDES permitting and provide professional certification for assisting with NPDES permit applications.

Lead: Office of Water
Charles Sutfin, 202-260-9545

Milestone 1: Select states interested in participating
Date: September 1999

Milestone 2: Develop training course outline and agenda
Date: February 2000

Milestone 3: Complete development of training materials
Date: April 2000

Milestone 4: Conduct pilot training course
Date: July 2000

Milestone 5: Revise course materials, as necessary
Date: August 2000

Task 2. In the pilot states, we will encourage permit applicants to use certified professionals to submit draft permit limits or conditions that can be used to expedite permitting decisions.

Lead: Office of Water
Charles Sutfin, 202 260-9545

Milestone 1: Meet with selected states to discuss opportunities to use certified professionals in the permit application process
Date: November 1999

Milestone 2: Work with states to “market” applicant involvement by creating incentives for applicants (e.g., shorter permit turn around time)
Date: April 2000

Milestone 3: Following initial training course(s), assist states in assessing the quality of draft materials (i.e. preliminary calculations and supporting materials) provided by applicants and their consultants
Date: September 2000

Task 3. After a three year demonstration period, we will evaluate the experience and make recommendations on whether this permitting approach should be implemented nationally.

Lead: Office of Water
Charles Sutfin, (202) 260-9545

Milestone 1: Evaluate success of training program
Date: September 2002

Action 9: Build leadership capacity in communities to participate in local environmental problem-solving.

Lead: Office of Research and Development; Office of Solid Waste and Emergency Response; Administrator's Office; Office of Policy and Reinvention; EPA Regions

Task 1. Increase technical assistance to communities.

Milestone 1: EPA will develop, distribute and evaluate high quality educational material and technical assistance for communities and other stakeholders on challenging redevelopment issues

Lead: Office of Solid Waste and Emergency Response
Suzanne Wells, 703-603-8863
Office of Research and Development
Steve Lingle, 202-564-6820

Date: February 2000

Milestone 2: EPA will provide support for workshops and technology briefings for researchers, vendors, and community stakeholders on innovative assessment and cleanup approaches, applications, and outcomes for undervalued properties and redevelopment research

Lead: Office of Solid Waste and Emergency Response
Suzanne Wells, 703-603-8863
Office of Research and Development
Steve Lingle, 202-564-6820

Date: February 2000

Milestone 3: EPA will develop partnerships with other federal agencies to expand the range and depth of environmental educational support for communities including Native American and Environmental Justice communities located on FUD sites or adjacent to federal facilities

Lead: Office of Solid Waste and Emergency Response
Suzanne Wells, 703-603-8863
Office of Research and Development
Steve Lingle, 202-564-6820

Date: January 2000

Milestone 4: EPA will re-compete the Hazardous Substances Research Center (HSRC) grants to implement a stronger technical outreach and education program

Lead: Office of Solid Waste and Emergency Response
Suzanne Wells, 703-603-8863
Office of Research and Development
Steve Lingle, 202-564-6820

Date: September 2000

Milestone 5: EPA will to establish web site links to the Hazardous Substances Research Center's (HSRC) Technical Outreach Services for Communities from their home page

Lead: Office of Solid Waste and Emergency Response
Steve Luftig, 703-603-8960

Date: August 1999

Task 2. Establish Good Neighbor Groups (GNG) in each EPA region.

Lead: Region 5

Jerri-Anne Garl, 312-886-9857

Milestone 1: Region 5 will distribute draft *Good Neighbor Group Guidance* for Agency comment and external review

1a. Region 5 will develop draft Good Neighbor Group Guidance, in consultation with other EPA regions
Date: November 1999

1b. Region 5 will distribute draft guidance for internal and external review.
Date: January 2000

Milestone 2: Final GNG guidance will be distributed across EPA
Date: March 2000

Milestone 3: Each EPA region will:
*identify regional employees possessing the requisite skills and experience to participate in the GNG process,
* identify appropriate communities and key industries who are willing to engage in a dialogue regarding environmental issues for GNG process; and
*contact state and local officials to solicit their involvement
Lead: Each EPA region
Date: December 2000

Milestone 4: Each EPA region will establish two good neighbor groups to facilitate communication among community groups, industry and local governments
Lead: Each EPA region
Date: FY2001

Task 3. Improve access to conflict resolution support.
Lead: Office of the Administrator,
Bob Ward, 202-260-4700

Milestone 1: Develop a user-friendly toolkit that explains EPA dispute resolution processes and identifies resources available for community members and other stakeholders.
Date: December 1999

Milestone 2: Issue Final Agency policy on use of Alternative Dispute Resolution (ADR)
Date: September 2000

Milestone 3: Form a permanent EPA office for dispute resolution
Date: September 2000

Task 4. Assist communities through the Supplemental Environmental Projects (SEP) Policy
Lead: Office of Enforcement and Compliance Assurance
Rosemarie Kelly, 202-564-4014

Milestone 1: EPA will publish a guidance document with enhanced procedures for involving communities in the selection and development of SEP proposals
Date: March 2000

Task 5. Evaluate and update EPA's public participation requirements
Lead: Office of Policy and Reinvention
Jay Benforado, 202-260-4332

Milestone 1: The Agency will assess and report to the Administrator on the adequacy of EPA's public participation regulations and policies to ensure public participation in decision-making. This report will

include a recommended action plan to upgrade requirements and fill gaps

Date: January 2000

Action 10: Provide “smart growth” support to states, tribes, and communities to help them find local solutions to livability issues.

Lead: Office of Air and Radiation, Office of Solid Waste and Emergency Response,
Office of Water, Office of Policy and Reinvention

Task 1. Assist in establishing Commuter Choice Programs across the country.

Lead: Office of Air
Merrylin Zaw-Mon, 202-564-8991

Milestone 1 Establish the framework for a National Commuter Choice Coalition consisting of representatives of the environmental community, business community, and state and local governments to promote Commuter Choice programs across the nation
Date: December 2000

Milestone 2 Offer 10-12 Commuter Choice training workshops in different parts of the United States for businesses and professional organizations, such as corporate executives, human resource professionals, payroll administrators, and accountants
Date: December 2000

Milestone 3 Through targeted assistance and grants, support existing and new Commuter Choice pilot programs carried out by state and local governments and corporate alliances
Date: Ongoing

Milestone 4 Develop a model Commuter Choice Program for federal agencies
Date: December 2001

Milestone 5 Develop Commuter Choice training and implementation materials for individual employees, employers, and metropolitan areas, and put on Commuter Choice website.
Date: December 2000

Task 2. Safely Return Superfund sites to productive use.

Lead: Office of Solid Waste and Emergency Response
Steve Luftig, 703-603-8960

Milestone 1: Select 50 pilots to demonstrate tools that stakeholders can use to participate in the decision-making process
Date: September 2000

Milestone 2: Evaluate existing policies and guidelines to determine where refinements can be made to facilitate reuse of Superfund sites
Date: September 2000

Milestone 3: Work through the regional offices and with developers, associations and local governments to share information on reuse successes, the tools that can help replicate those successes, and the reuse potential of specific sites
Date: September 2000

Task 3. Incorporate smart growth principles into the water pollution program.

Lead: Office of Water, State Water Quality Programs
Don Brady, 202-260-7074

Milestone 1: Issue proposed new Total Maximum Daily Load (TMDL) rule to better address growth issues
Date: August 1999

Milestone 2: Prepare internal draft guidance on incorporating Smart Growth in TMDLs
Date: October 1999

Milestone 3: Complete pilot application of internal draft guidance in Maryland
Date: January 2000

Milestone 4: Issue draft final guidance, incorporating lessons from Maryland, to the public
Date: Spring 2000

Milestone 5: Perform 1-2 demonstration applications of the draft final guidance
Date: Summer 2000

Milestone 6: Issue final TMDL rule
Date: Fall 2000

Task 4. Provide tools for states, tribes, and communities to evaluate smart growth decisions

Lead: Office of Policy and Reinvention
Jay Benforado, 202-260-4332

Milestone 1: Test initial *Land Use and Transportation Model* with selected community.
Date: August 1999

- Milestone 2: Conduct peer review of initial model, compare results with similar models, and select five communities for testing revised *Land Use and Transportation Model*
Date: January 2000
- Milestone 3: Peer Review and test *Fiscal Model*
Date: January 2000
- Milestone 4: Identify candidate sites for use of *Integrated Land Use, Transportation, and Fiscal Model*, establish licensing criteria and distribute integrated model
Date: February 2000

Task 5.

Promote financial reforms that encourage more livable communities

Lead: Office of Policy and Reinvention
Jay Benforado, 202-260-4332

- Milestone 1: Identify new development approaches (for boosting mass-transit use) in collaboration with the Department of Transportation (DOT) and the development community (e.g., stimulating public-private partnerships for construction of rapid-transit stations co-located with commercial and residential development)
Date: Fall 1999
- Milestone 2: Identify and test new financing instruments for transit and transportation infrastructure, associated with joint development and other approaches, with DOT and others
Date: Spring - Fall 2000
- Milestone 3: Help lenders develop new mortgage instruments to stimulate demand for transit-efficient and mixed use development (e.g., lower-cost mortgages for construction of new transit-efficient housing and mixed use development) in collaboration with BankAmerica, HUD and Fannie Mae
Date: Fall 1999 and ongoing
- Milestone 4: Help lenders develop financing instruments (e.g., lower cost mortgages) that would encourage ownership and rehabilitation of existing transit-efficient housing stock -- in partnership with Homebuilders, HUD, Fannie Mae and others
Date: Fall 2000 and ongoing